1884

Update on Systems Transformation

City of Tacoma | City Manager’s Office

City Council Meeting
2/8/2022

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Information Technology Departmental Highlight

Daniel Key, Information Technology Director
Kipling Morris, Infrastructure Services Manager

Transformation Highlight

Project or Highlight Area
Digital Equity

Council Priority Area
Access

- **Context:** Digital access and literacy are now prerequisites for engaging in many aspects of society and the economy. As such, Council adopted Digital Equity as a goal and established a program within the Information Technology Department (ITD) in 2016.
- **Actions:**
  - From 2016 to 2018, ITD performed research on community needs via survey and focus group.
  - In 2018, in collaboration with GPFC and the Mayor, we arrived at a shared definition and strategy for addressing Digital Equity.
  - The adopted priority for ITD is to improve internet access (connection) for individuals via education, policy, and advocacy.

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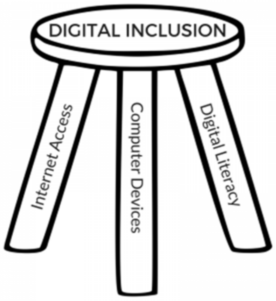
Transformation Highlight

Project or Highlight Area
Digital Equity

Council Priority Area
Access

- **Actions, cont.:**
- For context, our shared definition includes the following elements:
  - For the individual (public):
    - Connection
    - Devices
    - Skills and Literacy
  - For the provider (City or other):
    - Applications, content and support accessible to all constituencies



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Transformation Highlight

Project or Highlight Area	Council Priority Area
Digital Equity	**Access**

- **Result:** Within this framework, the IT Department, along with partners have recently:
    - Rebuilt the City's Digital Equity webpage to emphasize wayfinding to affordable access and literacy resources.
    - Focused direct internet access to other City services, e.g. TEMS sites.
    - Partnered with Tacoma Public Schools and Graduate Tacoma to source and distribute devices and access during remote learning.
    - Educated regional telecom executives on the Equity Index and how it can inform their investments in the community.
    - Partnered with Public Works to install infrastructure for future public WiFi along the Links to Opportunity corridor.

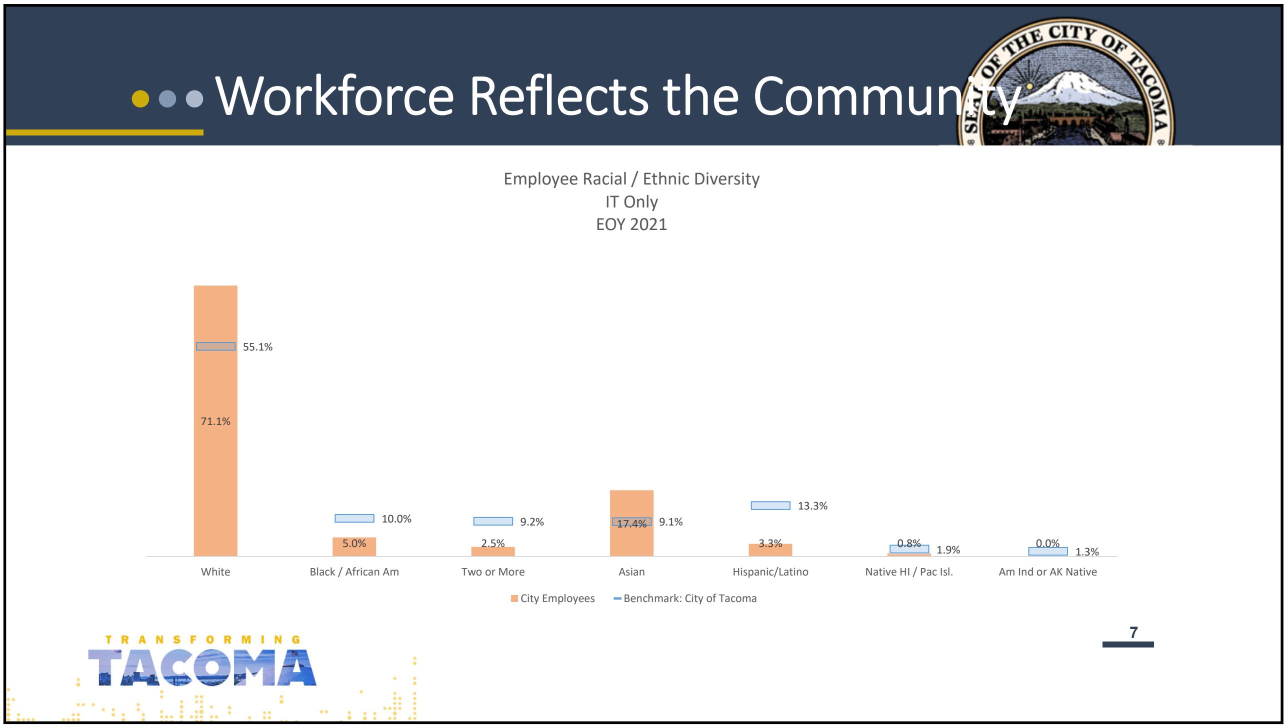
Transformation Highlight

Project or Highlight Area	Council Priority Area
Digital Equity	**Access**

- **Insight:**

  A clearly documented strategy, in support of broader community goals, allows timely and effective action as needs and opportunities arise.

  It is time to reconfirm or refresh this strategy. We are ready to join the Council in a deeper conversation whenever appropriate as you set new priorities.



Workforce Reflects the Community

Employee Racial / Ethnic Diversity
IT Only
EOY 2021

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Workforce Reflects the Community

- ITD has a different pattern of employee diversity than the broader City, but we still do not represent our community as desired.
- ITD is an active partner with HR as we develop and implement new tools and practices throughout the recruitment and retention cycle.

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Purposeful Outreach and Engagement

- Equity Index tool was expanded and enhanced
  - Larger service area for utilities
  - Time series data for historical comparison
  - Ease of integration with other data sets

- Improved virtual and hybrid meeting tools
  - In partnership with MCO, we've implemented platforms and processes that have increased public access and participation in public meetings and forums

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Equitable Service Delivery

- ITD has a robust process for selecting and implementing new technology or processes in partnership with City departments.
- In 2021, we explicitly added Equity Impact as a characteristic to be tracked and weighed in decision making.
- As a result, just over 10% of IT investments during the year had an explicit benefit impact.

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Equitable Service Delivery

- These investments include, but are not limited to:
  - Grant and loan programs for Water, Sewer, and CED
  - COVID Relief Funding tracking and management
  - Utility rate, assistance program, and self-service enhancements
  - Home occupation licensing
  - Police IT staff integration, service and data strategy
  - Police body cameras

Departmental Look Forward

ITD, as an internal service, is primarily an enabler and amplifier. Wherever improved data access, quality or automation can improve outcomes, we are ready to assist.

Specifically for Digital Equity, based on Council direction, I foresee a shift of emphasis to accessible service delivery, via our website, open data, or other public facing technologies.

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City Manager Update

Recent Accomplishments

- Neighborhood and Community Services hired two (2) new Program Development Specialists to support NCS Homeless Engagement and Alternatives Liaison - HEAL (Formerly Homeless Outreach Team – HOT) 1/3/2022
- Confirmation of Chief Avery Moore 1/18/2022
- TPD assigned a Captain to coordinate and oversee transformation efforts within the department 12/20/2021

Recent Accomplishments

- Finalized collective bargaining agreement with Local 6 – the first agreement which incorporated community members into the negotiation process 1/26/2022
  - Item 22 on the 12/14/2021 Council Meeting Agenda (video)
- TPD assigns one full time employee to the Administrative Services Bureau to serve as a recruiting officer to augment existing efforts to recruit new officers with an emphasis on outreach to women and BIPOC candidates 2/7/2022
- Home in Tacoma Planning Commission Meeting for initial discussions on Phase 2 on 2/2/22. Study session scheduled for 2/22/22

Upcoming Work & Engagements

- Postings in TFD’s Behavioral Response Unit for Advanced Registered Nurse Practitioner and Behavioral Health Crisis Responder as part of a non-emergency operation team that aims to reduce the frequency of behavioral health crises routed through the 911 Emergency Medical Service (EMS) system. Postings close 2/25 on cityoftacoma.org/jobs
- Presentation on summary of findings expressed by Tacoma Based BIPOC Executive Round Table at Economic Development Committee 2/22/22

Upcoming Work & Engagements

- Tacoma Police Department and Human Resources have begun work to shorten the hiring timeline with recommendations expected in March 2022
- Transitioning Alternative Response Study recommendations implementation to internal task force led by Assistant to the City Manager, TPD, HR/CI with support staff from throughout the organization
  - Recommendations expected in June/July
  - City Manager Update on Alternative Response to Community Vitality and Safety Committee (CVS) 2/10/2022

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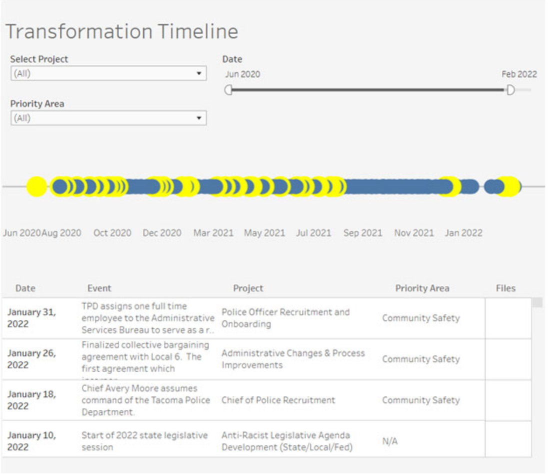
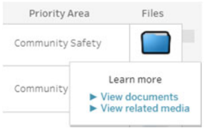
Transformation Timeline & Histo y


Transformation Timeline

Select Project
(All)
Priority Area
(All)
Date
Jun 2020
Feb 2022
Jun 2020
Aug 2020
Oct 2020
Dec 2020
Mar 2021
May 2021
Jul 2021
Sep 2021
Nov 2021
Jan 2022

Date	Event	Project	Priority Area	Files
January 31, 2022	TPD assigns one full time employee to the Administrative Services Bureau to serve as a r..	Police Officer Recruitment and Onboarding	Community Safety	
January 26, 2022	Finalized collective bargaining agreement with Local 6. The first agreement which	Administrative Changes & Process Improvements	Community Safety	
January 18, 2022	Chief Avery Moore assumes command of the Tacoma Police Department.	Chief of Police Recruitment	Community Safety	
January 10, 2022	Start of 2022 state legislative session	Anti-Racist Legislative Agenda Development (State/Local/Fed)	N/A	

- https://cityoftacoma.org/transform
- Timeline of transformation activities since passing Resolution 40622:
  - Filter by:
    - Council Priority Area
    - Selected Projects
    - Time period
  - Click on the file icons to see related documents and meeting recordings


Priority Area
Files
Community Safety
Community
Learn more
► View documents
► View related media

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Standard operating Procedure

- **Timeline (needs to coordinate with REAP update process)**
  - Monthly form sent to departments to fill out all REAP updates and non-REAP transformational items
  - Updates due from Departments in the form the Tuesday prior to Council Presentation
  - CI pushes the updates into the cityoftacoma.org/transformation timeline on Wednesday
  - OEHR reviews timeline Wednesday afternoon to Populate Last 2 slides / CMO Update:
    - Filter cityoftacoma.org/transform timeline for the previous month
    - Note any **major accomplishments/results**/highlights NOT from the focus department
    - Populate the slide with relevant updates
    - Avoid items that have already had their own presentation to Council / Study Session
  - OEHR to identify future community engagement opportunities in the next 30 days (form will be programmed to help identify engagement opportunities)
    - Filter cityoftacoma.org/transform timeline for the next month
    - Filter for engagement opportunities
    - Populate the slide with relevant updates
- **Departmental Presentation**
  - OEHR to determine the monthly presentation schedule in alignment with REAP updates
    - Determine if it’s one department or multiple in any given month
  - HR to provide data for the Reap Goal 1 Slide on department demographics
  - OEHR to inform department(s) with adequate notice to prepare their presentation
  - OEHR to send the PowerPoint template/link to the department
  - Department populates the monthly presentation
- **Final City Manager Presentation**
  - CMO/OEHR reviews the department’s draft presentation
  - MCO uploads the PowerPoint to the cityoftacoma.org/transform website
  - Management Fellow provides update in Council Packet
  - Management Fellow “drives” presentation in the meeting

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